

CHATHAM SELECT BOARD
GOALS AND OBJECTIVES REVIEW AND APPROVAL
CALENDAR YEAR 2023 AND FISCAL YEAR 2024
DECEMBER 6, 2022

MISSION STATEMENT

The Select Board and Town Manager provide executive leadership for the Town of Chatham. Together, we pursue collaborative processes, ethical, and professional procedures to ensure Town resources are directed to providing the best services possible to protect public safety, public assets and a special quality of life in Chatham

VALUE STATEMENTS:

- A. Protect and Enhance the Financial Health of the Town
- B. Protect and Enhance the Educational Excellence offered by the Town
- C. Protect and Enhance Future Use of Town Land/ Buildings/Facilities
- D. Protect and Enhance the Professionalism and Effectiveness of the Town's Staff, Boards and Committees
- E. Protect the Environmental Quality of the Town and the Drinking Water Quality and Supply
- F. Support Demographic Diversity by Addressing the Unique Needs of Younger and Senior Populations
- G. Enhance Relationships and Communications
- H. Emphasize Long-Term, Strategic Planning
- I. Enhance Effectiveness and Efficiency
- J. Protect and Enhance Public Health and Safety of the Town

GOAL CATEGORIES FOR CY2023/FY2024:

- I. Financial
- II. Infrastructure
- III. Social Infrastructure
- IV. Intragovernmental Review; Town Staff and Boards
- V. Environmental and Historic Quality of the Town
- VI. Long Term Planning
- VII. Legal
- VIII. Communication/Intergovernmental Relations

SELECT BOARD FY2024/CY2023 GOALS AND OBJECTIVES

Updated 12/06/2022

GOAL CATEGORY	OBJECTIVE	ACTION ITEMS/TASKS	STATUS
Financial	Monitor and address existing and potential COVID-19 impacts on Town operations, businesses, and residents.		Ongoing
	Explore opportunities for additional revenue sources.	Consider plan for paid parking (residents & taxpayers exempted) and shuttle service	2022 Parking Solutions Working Group Formed - Ongoing
	Adopt an action and budgetary plan for implementing Chatham's ADA Transition Plan.		<i>New for CY23/FY24</i>
GOAL CATEGORY	OBJECTIVE	ACTION ITEMS/TASKS	STATUS
Infrastructure Including Drinking Water	Supply clean, safe water supply to meet the Town's needs.	Continue PFAS investigation/mitigation.	Contract award pending
		Assess current infrastructure and need for new additional infrastructure.	Water Distribution System Hydraulic Study & Capital Improvement Plan completed. SB Referral to W&S Comm
	Advance Center for Active Living project to conclusion.	Direction or Site selection needed; Feasibility Study August 10, 2022	Ongoing
	Advance Eldredge Garage (Parking Lot) Property project to conclusion	In permitting, construction RFP to be issued	2022 ATM Approved; Donation Accepted August 30, 2022
	Pursue staged approach to Transfer Station improvements.	<i>Priority for CY2023</i>	Phase I funded 2020 ATM - Pending
	Assess quality/use/expansion/replacement of Town's recreational facilities	Receive recommendation from Park & Recreation Commission	<i>New for CY23/FY24</i>

SELECT BOARD FY2024/CY2023 GOALS AND OBJECTIVES

Updated 12/06/2022

GOAL CATEGORY	OBJECTIVE	ACTION ITEMS/TASKS	STATUS
Social Infrastructure	Increase the inventory of affordable and attainable housing units in Chatham	Issue RFPs & select development partners for 0 Meetinghouse Road, 1533/0 Main Street, Stepping Stones Road, and assess other Town-owned buildings and land. Review Town Properties Inventory on an annual basis	Community Engagement planned for December 14, 2022
		Finalize expansion/make-up of Housing Trust Fund Board of Trustees	2022 ATM Recertification of Home Rule Petition
		Promote Protective (Zoning) Bylaw accommodations for multifamily housing where appropriate. Dynamic zoning for year round sustainability.[Referral to Planning Board]	<i>New for CY23/FY24</i>
		Continuous issuance of RFP for acquisition of properties suitable for affordable/attainable housing development	Ongoing; 12/8/22 Next Due Date
	Support efforts to maintain Chatham Elementary School		STRR (1%) funding and Dr. Florence Seldin Family Support Program
	Attract academic research facility/collaboration to Town.	Regenerate interest	Pending - Hold from 2020
GOAL CATEGORY	OBJECTIVE	ACTION ITEMS/TASKS	STATUS
Intragovernmental Review; Town Staff & Boards	Continue outreach on status of Coast Guard Station Chatham		Ongoing
	Strengthen Board policies and practices related to committees		Continued -Pending

SELECT BOARD FY2024/CY2023 GOALS AND OBJECTIVES

Updated 12/06/2022

GOAL CATEGORY	OBJECTIVE	ACTION ITEMS/TASKS	STATUS
Enviro & Historic Quality of Town	Work with neighboring towns on regional approaches and long term strategies to address shark/seal safety and enhance Town as a safe seaside community		Continued - Pending
GOAL CATEGORY	OBJECTIVE	ACTION ITEMS/TASKS	STATUS
Long Term Planning	Strengthen coastal resiliency and climate response planning to support green community including waterfront improvement plan progress	Energy and Climate Action Committee efforts/report	Continued -Pending
	Oversee long term plan for Stage Harbor use		Continued - Pending
GOAL CATEGORY	OBJECTIVE	ACTION ITEMS/TASKS	STATUS
Legal		No Action Items	
GOAL CATEGORY	OBJECTIVE	ACTION ITEMS/TASKS	STATUS
Comm./Intergov. Relations	Continue to assess community needs through public forums and the Community Speaks platform		Ongoing
	Return to in-person meetings in 2022-2023		Done; Hybrid Meetings Allowed by State March 31, 2023
	Develop & implement plan to resolve community issues surrounding Airport/Runway Protection Zone (RPZ)		<i>New for CY23/FY24</i>

TOWN MANAGER FY2024/CY2023 GOALS AND OBJECTIVES

Updated 12/06/2022

GOAL CATEGORY	OBJECTIVE	ACTION ITEMS/TASKS	STATUS	TM + STAFF Lead
Financial	Prepare an annual budget that would facilitate advancement of top Select Board priorities		Budgeting in process	AH
	Explore opportunities for additional revenue sources	Bring forward plan for paid parking (residents & taxpayers exempted) for downtown lots for Select Board consideration	PSWG Established 2022	KD
	Maintain the Town's AAA bond rating		Ongoing	AH
	Continue to find economic (grants), and community (public/private partnerships) opportunities to mitigate costs of programs and projects		Ongoing	
GOAL CATEGORY	OBJECTIVE	ACTION ITEMS/TASKS	STATUS	TM + STAFF Lead
Infrastructure Including Drinking Water	Supply clean, safe water supply to meet the Town's needs	Develop water strategic/master plan in concert with Select Board and Water & Sewer Advisory Committee	Ongoing	DPW Dir.
		Advance the process for identifying and constructing possible new wells to supplement the Town's water system	<i>New for CY23/FY24</i>	DPW Dir.
	Assist the Select Board in advancing Center for Active Living project to conclusion	Site selection	Feasibility Study Completed 8/10/22- Awaiting Direction	LL
	Bring forward final Eldredge Garage Property project design plan for Select Board's consideration that focuses on preserving the existing structure and that takes neighborhood concerns into consideration		2022 ATM, PB Approval 11/28/22 -Winter 2022 Bidding	KD
	Assist Select Board in pursuit of staged approach to Transfer Station improvements	<i>Priority for CY2023</i>	Pending	DPW Dir.

TOWN MANAGER FY2024/CY2023 GOALS AND OBJECTIVES

Updated 12/06/2022

GOAL CATEGORY	OBJECTIVE	ACTION ITEMS/TASKS	STATUS	TM + STAFF Lead
Social Infrastructure	Assist the Select Board in advancing affordable/attainable housing initiatives	Issue RFPs & select development partners for 0 Meetinghouse Road, 1533/0 Main Street, Stepping Stones Road, and assess other Town-owned buildings and land	Community engagement planned for December 2022	GM
		Continuous issuance of RFP for acquisition of properties suitable for affordable/attainable housing development	Ongoing	SN
	Attract academic research facility/collaboration to Town		Continued/Hold	KD
GOAL CATEGORY	OBJECTIVE	ACTION ITEMS/TASKS	STATUS	TM + STAFF Lead
Intragovernmental Review; Town Staff & Boards	Present "staffing plan" to address workload, FTEs, vacant positions	Dedicate necessary and appropriate staff resources to achieve the Select Board's goals and objectives. Evaluate periodically; Staffing recommendations to SB; Provide "Who's Who" of current staff	<i>New for CY23/FY24</i>	MD
		Fill vacant positions especially Department Heads with talented, community sensitive professionals.	<i>New for CY23/FY24</i>	MD
		Develop succession plan for the office of the Town Manager and each direct report	<i>New for CY23/FY24</i>	MD
		Assess regional approached to staffing	<i>New for CY23/FY24</i>	MD
		Evaluate staff morale of Team Chatham, identify areas to improve/address concerns	<i>New for CY23/FY24 - TM Food for Thought Initiative- Jan. 2023</i>	MD
	Improve oversight/communication of Town projects/reports to the Select Board and public	Optimize internal and external communications	Ongoing	SN
	Return to monthly reports of all departments/activity		Ongoing	SN
Create a needs based assessment and potential efficiency/consolidation plan of Town Department facilities/storage areas		Pending	TW	

TOWN MANAGER FY2024/CY2023 GOALS AND OBJECTIVES

Updated 12/06/2022

	Complete and present a report on Town-owned property and spaces used by Departments and any surplus areas that could be repurposed or consolidated		<i>New for CY23/FY24</i>	TW
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GOAL CATEGORY	OBJECTIVE	ACTION ITEMS/TASKS	STATUS	TM + STAFF Lead
Enviro & Historic Quality of Town	Work with neighboring towns on regional approaches and long term strategies to address shark/seal safety and enhance Town as a safe seaside community.		Continued	RD
GOAL CATEGORY	OBJECTIVE	ACTION ITEMS/TASKS	STATUS	TM + STAFF Lead
Long Term Planning	Continue to identify initiatives/programs to increase the Town's coastal resiliency in conjunction with the waterfront infrastructure plan	Present Waterfront Bond Projects Status and Reinvestment Plan - Review Projects and Funding	Continued - Committee Work; Presentation to SB on 11/15/22	TK
GOAL CATEGORY	OBJECTIVE	ACTION ITEMS/TASKS	STATUS	TM + STAFF Lead
Legal		No Action Items		
GOAL CATEGORY	OBJECTIVE	ACTION ITEMS/TASKS	STATUS	TM + STAFF Lead
Comm./Intergov. Relations	Expand opportunities for public feedback on projects.	Develop a policy requiring staff to report on a quarterly basis projects scheduled to begin in the following 3 months and include criteria which, if met, would require the scheduling of a public forum in advance of the start of the project. [<i>JG Priority</i>]	Continued - Draft Project Public Engagement Policy	SN
	Upon Board direction, collaborate with Select Board on efforts/plans to resolve community issues with Airport/Runway Protection Zone (RPZ).		<i>New for CY23/FY24</i>	TW